Project Control Document:

Issue Resolution Approach and Tracking

SAWS C-IV Consortium

Version: Project Management PCD Update 2
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Contents

Summary of Revisions

This page reflects the modifications made since the last Project Control Document Update was delivered.

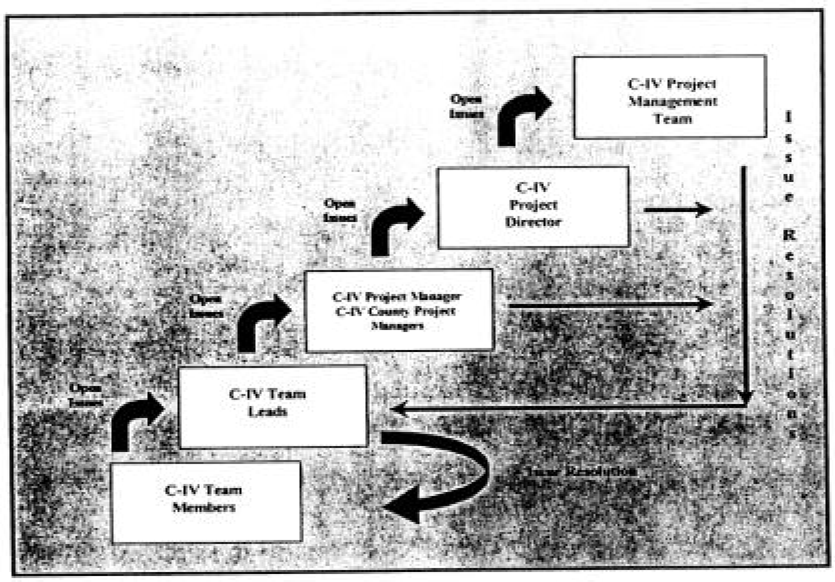
Summary of Revisions to Issue Resolution Approach and Tracking

Section	Comments
Introduction	• **None**
Difference in Expectations	• **None**
Functional and Technical Problems	• **None**
Changes in Project Scope	• **None**
Issue Documentation	• **None**
Issue Template and Reports	• **None**
Attachment A	• **None**

Introduction

Planning efforts will minimize the number of issues that surface during system development and maintenance efforts, but we must be prepared to deal with those that do occur. The C-IV project will use a proven, structured system to addresses issue identification, tracking and resolution at each stage of the project lifecycle. The C-IV Project Management team will have ultimate responsibility for timely resolution of project issues.

This approach encourages resolving issues as they arise at the lower levels of the project team. Many of the issues will be resolved by the application development manager, the change management team lead, etc. If the issue cannot be resolved at that level, it will be given early attention at the next level, and so on. Once an issue is resolved, the answer will be forwarded to the responsible manager to be implemented by team members.



Issue Resolution Approach and Tracking

Issues typically fall into one of four categories:

- **Differences in expectations** - Issues that arise based on misconceptions or unmanaged expectations. For example, issues may be caused by a lack of communication to users regarding release timelines or what they can expect from the release.
- **Functional and technical problems** - Functional or technical errors in the system logic, such as differences between regulations and system functionality or errors in data handling.
- **Personnel/performance issues** - Issues relating to the performance or professionalism of the project personnel, such as a failure to perform assigned tasks.
- **Changes in project scope** - Issues resulting from changes in the scope of work, such as unforeseen changes in regulations or additions to requirements.

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Differences in Expectations

The large scope of the C-IV project requires that expectations are managed proactively and frequently. To ensure that this happens, Consortium executives and the Accenture team will need to share expectations openly and honestly during the project's planning stages. The team will assess needs, document expectations and tailor project activities to meet and, when possible, exceed these expectations. We will develop measures that allow us to monitor our progress against expectations, and ensure that we are able to act quickly when expectations change or are not met. When expectation issues do arise, we will be able to refer to this issue resolution process within the project control document. We will also use your requirement for a Deliverable Expectation Document to ensure deliverable expectations are met.

Functional and Technical Problems

During the C-IV development and implementation effort, project personnel and business users will raise functional and technical issues that will require the attention of other members of the C-IV project team. Some examples of these issues are:

- Conflicting interpretations of policy
- Oversight on policy implementations
- System network availability
- Expected results inconsistent with actual results
- Performance difficulty
- Operational problems
- Application/tool problems

We use an issue tracking process that will track three basic types of issues; those involving design, program testing, and production. Figure 5-1 below displays the potential origins of the various types of issues and the following subsections detail our approach to resolving them.

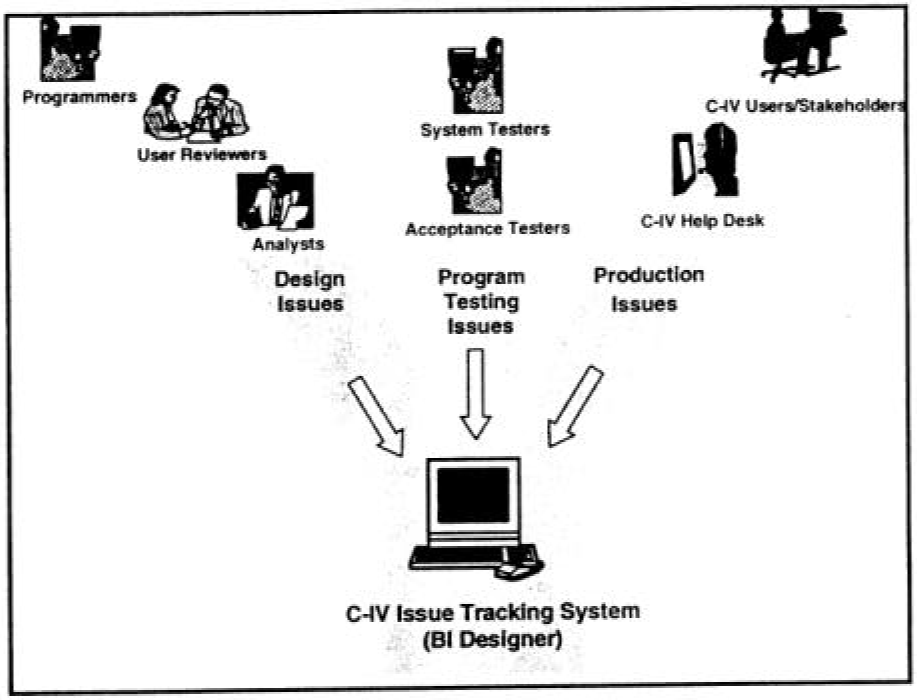

Figure 5-1: Functional and Technical Issue Tracking

Design Issues

Questions that arise during the C-IV requirements definition, design and unit test phases will first be addressed by the functional area managers, policy specialists and user reviewers. If an issue cannot be resolved, it will be documented in the issue tracking system. The issue tracking system will help the CIV project management to assign open issues to the appropriate person for resolution. Open issues related to a process will be resolved before a design can be signed off as complete. Similarly, any open issues discovered during unit testing must be resolved before unit test sign-off can be achieved.

Program Testing Issues

We refer to program testing issues as System Investigation Requests or SIRS. SIRS discovered during the system testing or acceptance testing phases of the project will be documented within the issue tracking system or a similar system in order to capture additional information. The information collected from the SIRS may include screen prints that illustrate the problem, a description of events preceding the error, and error messages. The application development team will prioritize the SIRS and develop application changes in conformance with the design specifications. In situations where the SIR indicates a change not in conformance with the design specifications, and the Consortium determines that a change to the design specifications is desirable, the SIR will be transferred into the Scope Management process.

Prior to the documenting of SIRS, the Project Management team will evaluate which tool will be used for the documenting and tracking of SIRS.

Production Issues

One of the benefits of the phased release approach is that production issues will be identified earlier than in a single release implementation. Most C-IV production issues will originate with system users and, on occasion, other stakeholders with access to the system. Users will call the C-IV Help Desk to ask for assistance or to report problems. The Help Desk will review the problem report and create a SIR. The SIR will be submitted to the appropriate team lead to be prioritized and scheduled. The SIR will be investigated, fixed and put through a thorough cycle of testing, from component test through acceptance test, prior to being released to production.

Personnel/Performance Issues

Personnel/Performance issues are **not** to be documented in the Issue Management tool. During a large development effort, there may be instances when personnel and/or performance issues arise. As part of the joint management effort, Accenture and C-IV management will make every effort to resolve the situation at the team level. Many times this can be accomplished by further clarifying a member's role and responsibilities or by refining the amount of support required for an individual to perform his or her job.

In cases where the issue cannot be resolved at the team level, the C-IV Project Manager will be notified and the appropriate actions, up to and including removal of personnel from the project, will take place to resolve the issue. As part of our internal project management, we will monitor the performance and behavior of Accenture team members and carefully manage any personnel or performance issues that arise.

The Staff Management process outlined in the PCD further clarifies the process for escalating personnel/performance issues or questions.

Changes in Project Scope

Changes in project scope will be handled on an individual basis. The C-IV project management will work together with the Consortium to identify the need for redirection based on changing scope. Changes in scope should be managed effectively to minimize the impact on the project timelines and allow a quick response to scope changes. A Scope Management Approach has been established in PCD Section 7.0.

Issue Documentation Process

The C-IV Project Team will utilize the Business Integration Designer tool for the documenting of Issues. The tool provides a template customized to C-IV's needs which each individual on the project can access and complete. The Issue documents will all be stored under a cross-team folder under "1.0 Project Management/Issues."

When a team or individual has identified an issue, they will enter the tool and access the Issues folder.

The table below identifies the values that will be available for selection within some of the key fields from the status template. These key fields will enable the Project Management team to filter and sort by these key fields.

Issue Template Field	**Values available**
Release	Infrastructure, Release 1,2, or 3, or All
Keyword	Free entry of terms to assist in searching for the issue
Status	New, In Review, Changed to Risk, Changed to Request, Closed, Deferred, or Rejected
Priority	Critical, High, Medium, Low
Owner Team	Application Development, Technical Architecture, Change Management, Planning, Training, Project Management

The Issue Management Interface will guide the user through the completion of the template. Upon clicking "OK" the document will be saved and BI Designer assigns a number to the issue if it is a new issue.

The user will be asked if they wish to check in the document. The user should check it in when they feel that they have appropriately finished documenting the issue. When the user checks in the document a pop-up screen appears asking for a description of the changes. This assists in version control and tracking.

The Project Management team will develop the standards and guidelines for using the Issue Management tool. Once these are developed they will be distributed to the project team. The team will also receive training on the use of the tool.

Issue Template and Reports

Attachment A contains the Microsoft Word version of the Issue Definition that can be generated from BI Designer.

Once a month the Project Management Team will execute a report from BI Designer that will be a summary of the current issues. The report will include:

- Number of issues within each status
- Number of issues within each priority by status
- Number of issues by stakeholder, owner, or team
- Number of issues by deliverable

Attachment A

General

Type:	Issue Definition (type of Template, i.e., risk, issues, SIRS, etc.)
Version Number:	1.0
Version labels:	CURRENT_NEW (entered after saving changes)

Created:	03/02/93 09:40:20 AM
Modified:	03/04/93 11:10:25 AM
Last modified by:	MWJ
Created by:	MWJ

Summary

Name:	short title
Title (Description):	

Keywords:

Details

Characteristics

Date Closed	
Date Due	
Date Created	
Priority:	High
Issue Number	
Deferred Reason	
Issue Status	
Deferred Until	
Release Number	
C1osed?:	Yes

Contacts

Issue Author:
Issue Author Team
Issue Owner
Issue Owner Team
Issue Requires Attention of:
Issue Requires Attention of:
Date Escalated to Management 20001-03-13

Impacted Teams

List of Teams:

Name

Stakeholders

Project Stakeholders

Project Stakeholder

Resolution
Decision Maker
Next Steps/Resolution

Impacted Items

List of Items: (i.e., other functions, processes, data elements)

Item	Type of Item

Additional Information

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The following section can be used to provide additional information. It is free text only and will not be stored in the associated property pages.